



Gender pay gap report

April 2025



Insights Learning & Development

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Introduction

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As a learning and development organisation we understand the unique characteristics each person brings to work every day. Valuing diversity is at the core of our products and services, and we're committed to cultivating a work environment that reflects the communities we serve. We're a people-first organisation: our people are the heart of our business and integral to our success.

Central to our values, vision and purpose is ensuring we attract, support and develop our people in a fair and transparent way. We continue to embed equality, diversity and inclusion into our annual strategy so that everyone at Insights feels a true sense of belonging.

In this report we see positive year-on-year trends in narrowing the gender pay gap at both the median and the mean, with an increase in the median and mean bonus gap. The improvement in pay gap is welcome and encouraging, though we acknowledge there's a long way to go and it will take time to show a significant difference from the programmes and improvements we're now focused on.

At Insights, our purpose is to create a world where people truly understand themselves and others and are inspired to make a positive difference in everything they do.

This report covers some of the company-wide initiatives we've implemented in response to findings from previous reports, as well as feedback from our people.

We remain committed to establishing gender pay balance in all areas as an important step in developing our diverse and inclusive culture at Insights.

Understanding the gender pay gap

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What is gender pay gap reporting?

Gender pay gap reporting measures the difference between male and female earnings across the business by expressing women's pay as a percentage of men's pay. This figure does not consider differences in role, seniority, or geographical location. This is different to equal pay, which refers to men and women receiving equal pay for equal work.

As part of this report, we have also calculated our gender bonus gap based on the amount of bonus received as well as the proportion of men and proportion of women in receipt of a bonus.

This report shows the proportion of men and women within each pay quartile.

In this report, we're sharing our gender pay gap data for the 2024 reporting year.

Who is included in the data?

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To calculate our gender pay gap, we have used the pay data for all full-pay relevant UK employees in Insights Learning & Development (ILD) employed on the snapshot date as per the regulations.

	2022	2023	2024	2024 vs 2023
Mean gender pay gap	23.41%	21.57%	16.72%	▼ -4.85%
Median gender pay gap	30.00%	23.54%	22.73%	▼ -0.81%
Mean gender bonus gap	4.12%	9.28%	27.89%	▲ 18.61%
Median gender bonus gap	9.42%	26.22%	27.38%	▲ 1.16%
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Males receiving bonus	93.65%	82.91%	88.44%	▲ 5.53%
Females receiving bonus	99.34%	83.85%	90.00%	▲ 6.15%

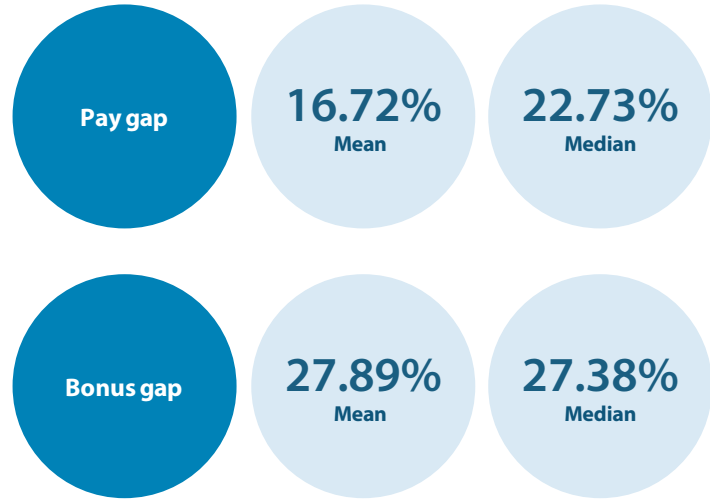
Trend comparison

When we consider comparison between this year and that of the most recent reporting cycle in 2023, we see positive trends in the form of a narrowing gender pay gap at median and mean, with a widening at the mean and median bonus gap.

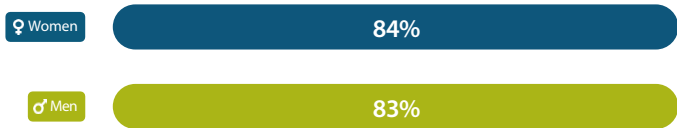
Encouragingly, we note increased bonus participation for male and female employees. Our bonus gap has increased in 2024. Bonus gap is volatile and can be influenced by many factors, including company performance: 2023/24 was an exceptional year in terms of performance and this has further impacted our bonus data.

We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards such as amounts relating to profit-sharing, productivity, performance, incentives and commission plans which can help drive a corresponding wide range in individual amounts reported.

Our gender pay gap



Bonus participation



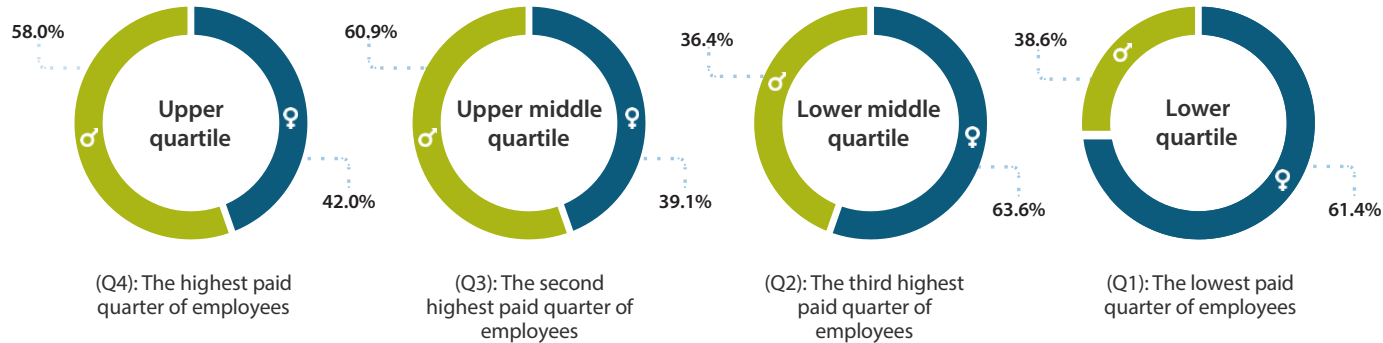
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The calculations make use of two types of averages:

- A **mean average** involves adding up all the numbers and dividing the result by how many numbers were on the list. This average places the same value on every number and so can be easily distorted by a small number of very high or low earners.
- A **median average** lists all the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

Gender distribution by pay quartiles

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♂ Men ♀ Women

This report shows the proportion of men and the proportion of women within each pay quartile

When we look at the distribution of female and male employees within the quartiles, as shown in the visuals above, we can see that female employees are well represented across all quartiles, with the lowest representation appearing at the upper quartile Q3.

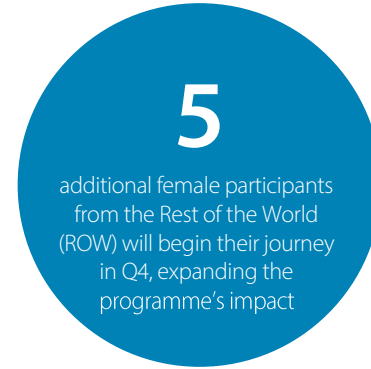
While we know it will take time to close the gap at these levels, diversity and inclusion is core to our strategy and central to our success as a global business and employer.

We remain focused on supporting and developing our female employees while attracting more women into our senior roles.

Working to close the gap

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Over the past year, we've taken significant steps to support gender equity and career progression for women across our organisation. A key initiative has been the launch of a Female Leadership Development Programme in the UK and Europe, aimed at accelerating the career growth of female talent.



- To further our commitment to gender equity, we've also established a Global Menopause Network Group and menopause guidelines, ensuring our workplace is supportive and inclusive for women. Launched in Q3 and led by a dedicated Wellness Guardian, this initiative promotes awareness and provides resources for employees navigating menopause challenges.
- Our equality, diversity, inclusion and belonging next stage education programme began with our Executive Team in January 2025, facilitated by an external EDI expert with significant experience in this area.
- Our updated recruitment system allows us to capture anonymous, voluntary data from applicants, providing valuable insight into the diversity of people interested in working at Insights. Additionally, a D&I statement has been added to job adverts to enhance the candidate experience.

Diversity and inclusion embedded in our products

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Our core offering, Insights Discovery, delivers the primary outcome sought by diversity and inclusion policies. We teach people to understand and recognise personality preferences in themselves and others, valuing these differences and giving people tools to adapt their behaviours to connect across personality types. By providing self-awareness from our unique and simple colour model, we encourage diversity and inclusion both in and out of the workplace.

Ensuring our products reflect our commitment to diversity, equity and inclusion has remained a priority as we develop and innovate. Our ongoing efforts include:

- The introduction of a 'they/them' pronoun option in English on the New Customer Platform, with further research underway for a custom pronoun option to enhance inclusivity.
- Completion of an external partnership project to develop training materials for facilitators, supporting accessible and inclusive delivery. The rollout timeline is still to be determined, with a specific focus on France.
- Publication of an accessibility statement and facilitator guidance checklist on the Insights website (currently in English, with translations into core languages expected soon).
- A second accessibility audit of the evaluator has been completed, bringing us closer to WCAG 2.2 AA compliance for learner-facing elements, with minor adjustments to be finalised in Q1 of 2025/26.
- Plans are in place for a broader review of our product portfolio, prioritising key IDA touchpoints to ensure accessibility and inclusion remain at the core of our offerings.

Additionally, our profile statement database undergoes regular reviews to systematically remove outdated or inflammatory language. Meanwhile, our internal product inclusion and accessibility working group continues to drive forward accessibility and inclusion activities, coordinating efforts and handling feedback. Through these initiatives, we remain dedicated to creating an inclusive environment, both within Insights and through the products and experiences we deliver to our community.



Key initiatives we'll focus on in 2025/26

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- Throughout 2025/26 we'll take important steps to further reduce the gender pay gap and strengthen our inclusive culture.
- We'll continue refining our recruitment processes, implementing tools like interview software to minimise unconscious bias and support CV anonymisation.
- The rollout of our Equality, Diversity, Inclusion and Belonging (EDIB) learning programme will be completed in 2025, accompanied by the launch of a comprehensive suite of e-learning. We will also assess the cultural impact of this learning and revisit, updating where relevant, our EDIB practices across the organisation. Additionally, we are developing robust EDIB metrics across the organisation, improving the integrity and accessibility of our data to better inform our decision making.
- Our commitment to leadership development remains strong, and we'll evaluate the impact of the female leadership development programme to inform its continuation into 2025/26. We are also investing in our community by supporting the growth of employee-led network groups.
- Looking ahead, we are reaffirming our transparency and accountability by ensuring our Employer Value Proposition (EVP) is visible on our website. We're reviewing our sustainability strategy and considering B-Corp standards to guide our EDIB practices globally, reinforcing our commitment to inclusivity.
- These initiatives are not just projects but vital steps in our ongoing journey towards a workplace where every individual feels they can say, 'I love my job and I love this company'. There is still work to do, but together we are building a more equitable and inclusive future at Insights.



Statutory declaration:

I can confirm the information in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations.



At Insights, we are deeply committed to encouraging a workplace culture that values equality, fairness, and opportunity for all. While we have made progress in narrowing the gender pay gap, we recognise there is more to do, and we remain committed to achieving equity across our organisation.



Fiona Logan | Chief Executive Officer



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